

DRAFT

VA ICJIS

## **Program Management Plan**

# DRAFT

## Program Management Plan

### VA Integrated Criminal Justice Information System (ICJIS) Program

#### 1. Introduction.

The Commonwealth of Virginia Integrated Criminal Justice Information System (ICJIS) is a collection of projects tied together by the common objective of facilitating the integration and exchange of criminal justice information throughout the Commonwealth.

This VA ICJIS Program Management Plan (ICJIS PMP) describes the general methodologies and principles used by the Department of Criminal Justice Services (DCJS) to manage or co-manage projects that are integral to the ICJIS Program. It also describes a set of standard reporting forms to be used, their purpose, and the level of project or sub-project to which each report applies.

This PMP specifies general requirements for management of ICJIS integration projects. Each significant development project will be individually chartered and managed via its own more detailed and project-specific Project Plan (PP). Guidance for Project Plan contents is included in Appendix B.

Section 2 of the PMP includes general management guidance and reporting processes. It describes the methodologies applicable to software development projects and also contains guidance on management processes to be used for all development and integration tasks.

Finally, the PMP appendices contain reference documents and the standardized management reporting forms and tools for all project levels. Each project will implement selections from the appendices appropriate to the level of complexity of the project.

#### 2. Management .

##### 2.1 Project Organization

As a multi-agency integration program, the ICJIS requires the cooperative effort of many independent Virginia criminal justice agencies and jurisdictions. DCJS created the ICJIS program office to serve as a central focal point for planning, facilitating, and coordinating the enterprise-wide integration effort.

Figure 2.1-1 shows a first-level view of where the ICJIS program fits within the wider DCJS organization. The DCJS, one of 12 agencies within Virginia's Secretariat of Public Safety, is charged with planning and carrying out programs and initiatives to improve the functioning and effectiveness of the criminal justice system as a whole. (§9-170 of the Code of Virginia)

[Insert Figure 2.1-1. insert a copy of the standard ICJIS org chart here. PMP must contain a view of the management structure.]

# DRAFT

To ensure that agency interests are properly represented in major decisions made by the program, the ICJIS program office is advised by an inter-agency ICJIS Steering Committee, made up of representatives from ten key stakeholder agencies. As indicated in the diagram, the Steering Committee will form subcommittees and working groups as needed to provide more detailed guidance to ICJIS sub-projects, such as the already initiated Charge Standardization Project.

One of the ICJIS program's management functions is to acquire, manage, and disburse funds and other resources for ICJIS implementation. When changes to state and local systems and processes are needed to achieve larger integration objectives, the program's preferred method of operation is to develop standards, requirements and general-level project plans through a cooperative effort involving the affected agencies. DCJS then will issue grants to those agencies to develop detailed project plans and to design and implement the required changes.

Within this general structure, the management roles of each organization participating in the ICJIS Program are as follows:

- The DCJS ICJIS Program office will directly manage the overall program and enterprise-wide tasks that affect multiple agencies. DCJS will also co-manage all sub-projects that are integral to the ICJIS program.
- Participating criminal justice agencies will manage internal development and implementation sub-projects needed to achieve ICJIS objectives, with oversight by the ICJIS Program office.
- DCJS will develop general project plans to build a common vision for all participating agencies, and participating agencies will develop detailed project plans covering their areas of responsibilities. DCJS will provide up front planning assistance to participating agencies.
- The VA ICJIS Project Steering Committee, composed of the primary criminal justice agencies, provides oversight of all ICJIS projects, meeting monthly to review status and provide guidance on task priorities and resources.

## 2.2 Resources & Grant Process

DCJS and each participating agency will be responsible for providing staff (in-house or contractor) and other resources needed to fulfill agreed-on project commitments. The ICJIS program office will provide grant funding to participating agencies for new resources needed to support agreed-on agency development projects. DCJS will pursue both Federal and Commonwealth grant funding for this purpose.

The ICJIS grant procedures will be in accordance with general DCJS grant application and reporting requirements and standards as summarized in *Appendix X*.

Agreed-on functional and technical requirements for each grant will be approved by the ICJIS Steering Committee and included as attachments to the grant application. Agency grant applications would typically include a project plan, a schedule of tasks and deliverables, a budget, and a description of the organizational structure and staff to be assigned. The agency must agree to provide monthly reports and to allow DCJS review and approval of all deliverables.

# DRAFT

Project-specific agreements reached between DCJS and each participating agency will be summarized in a Project Charter, using a form such as the one given in Appendix B.1.

## 2.3 Project Planning and Work Product Identification

DCJS, with the advice of the Steering Committee, is responsible for defining the program's strategic objectives and priorities. As requirements for specific implementation projects are identified, DCJS will develop and maintain a master project work plan, coordinating the activities of the various agencies involved.

Key tools for coordinating project work plans include:

- Identification of Work Products and Deliverables, using a form such as the one given in Appendix B.4.
- Identification of Major Project Activities, preferably in a Work Breakdown Structure (WBS) format, using a form such as the one given in Appendix B.5.
- Identification of Schedule Milestones and Dependencies, using a Gantt chart format such as the one given in Appendix B.3.

Each participating agency will be responsible for detailed planning of implementation activities within their own organization, and to coordinate their plans with those of DCJS and other agencies that may be involved in a particular integration project. DCJS will provide up front planning assistance to participating agencies. DCJS also will work with all participating agencies to define master schedule requirements and milestones, to identify inter-agency dependencies and constraints, and to reconcile any schedule conflicts that may arise.

## 2.4 Project Execution

DCJS will use structured development processes to manage the execution of multi-agency integration projects. These methodologies and processes are designed to provide a structured and cooperative work environment, thereby producing predictable results, fewer errors, and reduced life cycle costs. These practices improve DCJS and participating agencies' ability to meet the project goals for cost, schedule, functionality, and product quality.

These processes are partitioned into two categories (System Development and Implementation Support) and are summarized in the following subsections. The Development processes are oriented towards development activities, while the Support processes apply to both planning and development tasks.

### 2.4.1 System Development

The DCJS systems development methodology supports the Commonwealth of Virginia Enterprise Architecture Process Model by formalizing the methods by which the underlying technologies (Infrastructure Domains) and applications (Application Integration Domains) are developed and implemented. The intent is to ensure that the transition to new systems and capabilities occurs in a systematic, orderly, and cost effective manner.

#### 2.4.1.1 Requirements Definition

# DRAFT

The ICJIS system development approach begins with a careful focus on requirements definition. This is particularly important in a multi-agency environment, involving the integration of many different systems and users. The goal of the requirements definition process is to ensure that the objectives and scope of an integration project are fully understood by all parties prior to commencing any design and development activities. This is accomplished through the following initial development activities:

- Define and validate the project's functional and business process requirements, then document and control them in a baseline requirements document;
- Define and validate data and technical standards needed to ensure accurate data communications between participating agency systems, then document and control them in a baseline interface requirements document;
- Define and validate a high-level system architecture and infrastructure needed to support integration of participating agency systems, then document and control them in a baseline system architecture requirements document;
- Analyze and allocate functional, technical, and architecture requirements applying to each participating agency system being integrated, then document and control them in an allocated requirements baseline document.

All requirements will be defined in a cooperative manner, so that all participating agencies can agree on and commit to a common set of requirements before beginning design and development activities on their separate systems.

## 2.4.1.1 System Design

DCJS and each participating agency will cooperatively design new and modified system and software components needed to fulfill agreed-on requirements. Because ICJIS projects by their nature involve interaction between two or more agency systems, design decisions require a level of inter-agency coordination not needed on strictly in-house projects.

Each agency will have lead responsibility for designing additions and changes to its own systems. As a general rule, DCJS will take the lead in designing ICJIS infrastructure components needed to support inter-agency integration. In all cases, designs will be subject to inter-agency review and comment prior to final approval by DCJS and the lead agency.

For newly developed software of significant complexity, DCJS may require an incremental approach to design. Design analyses would begin with top-level software elements, which would be systematically decomposed into lower level sub-elements, each with progressively greater detail. This would be accomplished through the following steps:

- Preliminary Design – transform the requirements (defined in the previous stage) into a high level architectural and procedural representation of software functions;
- Preliminary Design Review—subject the high-level design to formal review by DCJS and all participating agencies prior to proceeding to detailed design activities;

## DRAFT

- Detailed Design – transform the Preliminary Design into a more detailed lower-level software, database, and interface design
- Critical Design Review—subject the detailed design to formal review by DCJS and all participating agencies prior to proceeding to development activities.

Non-complex system and software components may be fully designed and reviewed in a single increment.

### 2.4.1.2 System Development

Given sufficient coordination during the requirements definition and design phases, participating agencies may be given more leeway to proceed independently during the development phase. Still, there will be a need to coordinate the sequence and timing of system deliveries, interface test methodologies and test data, and the like. DCJS will work with the agencies to cooperatively plan a logical sequence of development and testing activities, and will monitor status and critical path dependencies.

DCJS and the agencies will also cooperatively establish quality assurance standards to be applied to all system development activities.

### 2.4.1.3 System Integration and Test

Formal testing is vital to the success of even modestly complex development projects. For ICJIS multi-agency integration projects, DCJS will specify an integration and test methodology that ensures thorough testing of all system components. To achieve this, DCJS uses the following testing methodology:

- Test Planning – Early in the development phase, develop test plans that describe the tests to be conducted and associated acceptance criteria. Ensure that the testing program verifies all agreed-upon requirements.
- Test Conduct – Using approved test plans and procedures, verify that the functional operations of the developed system(s) are in accordance with agreed-upon requirements. Document discrepancies and track them to closure.
- Regression Testing – Perform regression testing to a pre-determined test stage when any correction or change is made to the system(s).
- Test Sign-off – Obtain formal agreement that the system(s) meet the requirements documented during the System Engineering phase.

It is expected that most non-trivial integration projects will require creation of an ICJIS inter-agency integration and test environment, to avoid impacts on operational mission critical systems during testing. DCJS will work with participating agencies to define and establish a suitable cost-effective integration and test environment well in advance of system integration activities.

### 2.4.1.4 System Deployment and Implementation

New or modified systems developed under the ICJIS program will be deployed to operational locations only after thorough system integration tests have verified that the systems are operating correctly and in a stable manner. DCJS and the participating agencies will carefully plan a systematic sequence of deployment (installation, testing,

## DRAFT

and training) and implementation (cut-over, operations and maintenance) activities to minimize any potential disruptions to operational systems or personnel.

For integration projects involving a large number of operational locations, a rolling approach to deployment and implementation may be followed.

### 2.4.2 Implementation Support Processes.

Various support processes will be implemented by DCJS to manage the quality of deliverables and to provide insight into the status of the overall integration effort. These processes are used to supplement the development activities by ensuring that the requirements are clearly defined, deliverables are provided on schedule, quality is implemented consistently across all phases of the effort, problems are resolved expeditiously, and costs are controlled. These processes are summarized below.

#### 2.4.2.1 Requirements Management.

DCJS implements Requirements Management processes to establish a stable requirements baseline that can be tracked throughout a project's life cycle. These processes are designed to minimize "scope creep" that can lead to cost increases and schedule delays. This does not mean that requirements can never change. It does mean that requirements, once agreed upon, should be changed only after formal analysis and agreement on technical, cost, and schedule impacts.

Appendix B.6 contains a sample form used to capture and track project requirements.

#### 2.4.2.2 Configuration Management.

DCJS requires formal configuration control over development and integration efforts to track all configuration items (CI's). A CI consists of any software, hardware, or documentation item that will become a project deliverable. The configuration management (CM) process assures comprehensive control of all CI's and minimizes the risk of erroneous or missing data. To accomplish this, DCJS establishes a CI baseline and then controls changes to that baseline using several tools and methods.

- Forms. DCJS specifies the use of standard forms and automated tools to establish the CI baseline and track changes to this baseline. Appendix B.4 provides an example of a CM form used to capture information on the status of CI's as they evolve throughout the life cycle of the integration effort. The form is used to record and report on updates to CI's, and is updated on an as needed basis to reflect changes.

- Tools. On any major software development effort, DCJS recommends the use of an automated configuration management tool, such as Merant PVCS or Microsoft Visual SureSafe. Key configuration control features of such tools include:

  - Check-in and check-out functions during the development effort

  - Version control during software development

  - Release control of software builds for deployments

## DRAFT

- Audits. To ensure that the software, hardware, and documentation reflect the approved configuration baseline, DCJS requires that each project periodically conduct configuration audits. These audits validate the baseline to ensure that changes and revision levels are properly incorporated into the CI. This effort consists of comparing information from CM forms and reports against the as-built version of the CI. Variations should be documented and corrected as required.

### 2.4.2.3 Quality Assurance

To ensure the quality of products and services, DCJS implements a Quality Assurance (QA) process founded on the principle of continuous process improvement (CPI). The idea is that quality is not something to be tested for only at the end of a project, but rather should be built in to every project activity from the start.

The CPI philosophy calls for documenting, measuring, recording, reviewing, and correcting major work processes to improve the quality of those processes, and therefore of the work products delivered. DCJS and the participating agencies will be responsible for defining and performing an appropriate level of independent assessments, audits, and reviews of major work processes as well as work products to ensure their quality.

### 2.4.2.4 Risk Management

Risk management is a disciplined approach towards anticipating and avoiding major problems and pitfalls that could potentially prevent a project from reaching its technical, cost, or schedule objectives. It focuses management attention on those future events with a significant probability of occurrence and a potential for causing significant loss to the project.

DCJS implements a systematic approach to identify and quantify technical, cost, and schedule risk and to develop mitigation plans to reduce potential impacts as early as possible during each phase of the project's life cycle. DCJS accomplishes this through the following steps.

- Risk Identification – Identify potential problems that could significantly affect project performance, and document them according to risk categories (technical, cost, schedule).
- Risk Analysis – Analyze severity of each risk and what can be done about it.
- Risk Prioritization – Rank the risks by Risk Exposure, which is calculated as a product of the probability of an unsatisfactory outcome times the potential impact of such an outcome.
- Risk Mitigation Planning – Identify the best approach to mitigate each risk through analysis, planning, and/or tracking
- Risk Resolution – Implement the risk mitigation plan for each risk area based on the planning activities defined in the previous step
- Risk Monitoring – Track each risk area by monitoring the resolution status, reporting on progress, and assigning new priorities. Appendix B.8 provides an example of the form that DCJS will utilize to identify, monitor, and resolve risks.



## DRAFT

Each participating agency will be asked to contribute to the risk management process by providing inputs to risk analyses relevant to their project activities.

### 2.4.2.5 Program Control

DCJS implements a standardized methodology for planning, monitoring, and controlling projects. The intent of this methodology is to establish a cost and schedule baseline and then manage to this baseline. The steps involved in this process are as follows.

#### 2.4.2.5.1 Establish Baseline

The first step in this process is the development of a comprehensive and detailed Work Breakdown Structure (WBS). The WBS provides the framework for task/subtask identification and is used to scope the project's effort. A standard WBS format is given in Appendix B.5. The WBS feeds the cost and schedule projection process by defining the elements of the work plan.

As the second step in the process, a work plan is developed. This is accomplished both through top-down task planning to define major project activity phases and associated milestones, and through bottom-up planning to develop subtask definitions and detailed resource allocations. The work plan consists of the following elements:

- A detailed WBS which defines all anticipated activities in a hierarchical manner down to the level of work packages.
- A project schedule which defines a logical sequence of the WBS activities, establishes the start and end dates for each activity, and identifies inter-task dependencies and critical paths.

In the final step, resources (i.e., staff hours, equipment, and other costs) are assigned to each of the work packages. The costs are estimated based on actual experience, cost quotes, and metrics from similar past and current projects. Often, at this stage, adjustments are made to the plan to reduce costs by techniques such as resource leveling. At the end of this process, DCJS and the participating agencies will have an agreed-on baseline budget and schedule of activities.

#### 2.4.2.5.2 Manage To Baseline

To manage to the baseline, DCJS implements a formalized process to track actual schedule and cost status in relation to the baseline plan. Each agency participating in an integration project will prepare reports that provide details on the project accomplishments in relation to the costs expended. Appendix B.7 is an example of a financial report that will be used to track actual hours/costs against budgeted hours/costs, and to project estimated costs at project completion. The objective of this kind of reporting is to provide early warning that a project may be facing cost/schedule problems, so that corrective action may be taken before the problems become critical.

As a part of the reporting process, DCJS requires the delivery of a monthly status report that provide status on the technical, management and financial aspects of the project. A sample status report outline is provided in Appendix B.9. To complement the status report, DCJS holds technical exchange meetings on an as needed basis and monthly meetings with the ICJIS Steering Committee.

## DRAFT

### 2.4.2.6 Action Item Tracking

Action item tracking is particularly important on a multi-agency project such as ICJIS. DCJS recommends an Action Item Tracking spreadsheet to manage all formal action items that result during the execution of ICJIS projects. Action items may be generated from project reviews and meetings (formal and informal) and telephone conversations, and are used to address issues that arise over the course of the project's life. The purpose of a tracking system is to ensure that responsibility for addressing each action item is clearly assigned, with an agreed-on suspense date, and that all action items are followed through to closure.

# DRAFT

## Appendices

### A. Reference Documents

- ICJIS Business Case
- CSP Business Case
- Magistrate Requirements Document
- Budget Requests
- Contract SOWs

B. Management Reporting. The information in the following sections is meant to illustrate the reporting information required, not the precise format to be used. The report may be implemented in MS Word, Excel, etc. and may be provided to DCJS in either hard or soft copy input. If other previously-approved reports communicate the same information (e.g. Grant reporting Quarterly Financial Report), they may be substituted for the formats described in this appendix. During negotiation of the Project's Charter with DCJS, the contents of each reporting form may be tailored for each project's level of complexity.

- B.1 Project Charter
- B.2 High-level Project Architecture
- B.3 Schedule
- B.4 Work Products/Deliverables
- B.5 Work Breakdown Structure
- B.6 Requirements Management
- B.7 Estimated Cost at Completion
- B.8 Risk Management
- B.9 Monthly Status Report
- B.10 Project Plan outline and instructions

### C. Other

DRAFT

## **Appendix B – Management Reporting**

# DRAFT

## B.1 Project Charter

The purpose of the Project Charter is to document the agreements reached between DCJS and the participating agency for implementing ICJIS integration projects. It discusses the project's scope, constraints, expected results and each involved party's responsibilities and commitments. The charter's level of detail will vary according to the size of the project. This form must be reported to DCJS for all levels of projects. The content outline below should be adapted for use with specific projects.

1. Objective. This section will discuss the project's primary customers, top-level requirements and end objectives, relationships with other projects' goals, and completion criteria.
2. Organization. This section should present the participating agencies, their responsibilities and commitments, and the management relationships which will guide the project. It should include an organization chart to show staffing and reporting responsibilities.
3. High-level Project Schedule. Identify each major task, its required start and completion dates, major dependencies, and any major milestones. This schedule may be a narrative listing instead of a Gantt chart at this stage of the project.
4. Resources. Identify, at a high level, the key resources required to complete the project and the expected source of each. This may include grant funding, staffing, equipment, training, facilities, or contractor support.
5. Management reporting. Identify reporting requirements for this specific project, frequency, and contents. Forms from Appendix B will be used as applicable. Agreements and exceptions should be noted in a table such as shown below.

Form	Required	Frequency	Comments
B.1	Yes	Monthly	none
B.n	Optional	Quarterly	Report will be prepared but retained in agency for review, if requested.

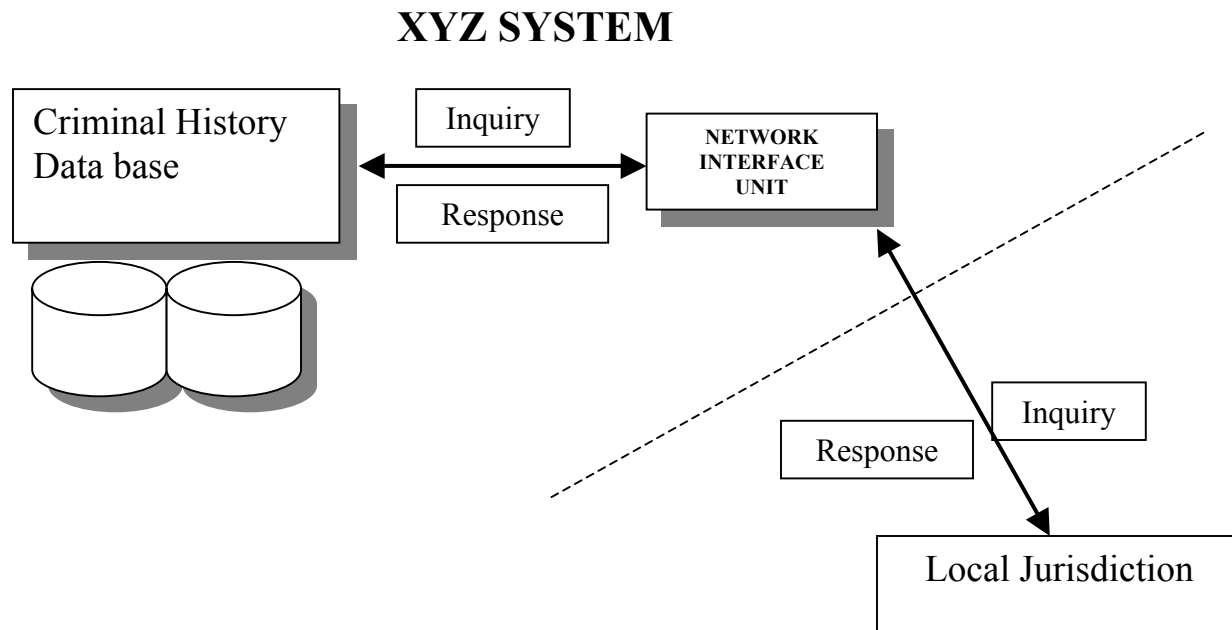
6. Signatures. An authorized senior representative and the project manager of each participating agency and of DCJS should sign the completed charter.

# DRAFT

## B.2 High-Level Project Architecture

Provide a high-level view (1<sup>st</sup> level block diagram) of the project's hardware and software architecture, showing the major infrastructure elements and network connectivity. If necessary to aid understanding of the project's purpose and functions, include a high-level view of information flows.

This form must be reported to DCJS for all levels of development projects.



# DRAFT

## **B.3 Schedule**

Provide a Gantt chart of major project phases or activities, with dates of major deliverables or milestones indicated. The level of detail should be sufficient to indicate critical inputs (dependencies) required from outside the project.

This schedule normally would consist of a “roll-up” of the detailed project schedule maintained by the project management team and should not exceed 2 pages. The more detailed project schedule should be available to DCJS upon request. Microsoft Project or a similar project scheduling tool may be used for this purpose.

This form must be reported to DCJS for all levels of projects.

## **INSERT AN EXAMPLE:**

### **High-level schedule**

# DRAFT

## B.4 Work Products - Deliverables

The Work Product Identification form is designed to capture, for management review, a high-level view of all major products or contract deliverables associated with a project. The emphasis is on the major work products and expected end results of each project – not all the detailed activities or products which are captured in the Work Breakdown Structure (WBS) form (reference B.5). Another important purpose is to record the major modifications made to each deliverable during the course of the project.

Deliverable #	Deliverable Name	Due Date	Date Delivered	Point of Contact	Description/Modification History/Comments

INSTRUCTIONS - B.4 Work Products - Deliverables:

1. Deliverable number. The product deliverables should be listed in activity /task order, using the deliverable number from the master deliverable list.
2. Deliverable name. Indicate the deliverable's unique name or description, unless it is the only one in the WBS activity, and has the same name.



## DRAFT

3. Due date/Delivered. Show original due dates, unless a change is recorded in the modification history. Delivery date is when the product has passed final acceptance testing, if any.
4. Point of contact. Enter the person responsible for each deliverable.
5. Description/Modification History/Comments. Provide a brief description of the work product. Add any comments to document modifications made during the course of the project, to include what was changed (requirements, end product, or delivery date), as well as the authority for the each change.
6. This form must be reported to DCJS for all levels of projects.

# DRAFT

## B.5 Work Breakdown Structure (WBS)

The WBS form provides a hierarchical view of the manageable segments of work (referred to as Work Packages or Activities) which have been developed for a project. It results from a detailed decomposition of all the effort required to complete the project. The form is used to track the status of a project by providing a table-oriented view of the Activities.

Activity #	Activity Name	Activity Description	Start Date	# of Days	Dependencies (optional)	Milestones

### INSTRUCTIONS - B.5 Work Breakdown Structure:

1. Activity Number. Each activity should be numbered sequentially and nested in a hierarchical pattern to indicate its relationships to the higher level activities with which it is associated.
2. Activity name. Indicate the activity's unique name.
3. Activity Description. Briefly describe the activity.

## DRAFT

4. Start date/Duration. Show original start date and planned duration. Dates are updated only if linked to and generated by an automated planning tool, since these dates would be out of sync with changed/new project schedule dates, which take precedence over the original dates.
5. Dependencies. Identify major project-level dependencies (other WBS activities, predecessors, etc) or those from outside agencies. These should be added only if linked to and updated by an automated project management tool.
6. Milestones/deliverables. List any critical dates and intermediate work products associated with each activity.
7. This form is required for all development projects, but not routinely reported to DCJS; it should be available for review upon request from DCJS.

# DRAFT

## B.6 Requirements Management

The Project Requirements Management form documents the requirement baseline for a project. The form captures all requirements and cross- references these to specific RFP, SOW, and Specification sections to maintain configuration management control of the requirements during the development and testing processes. The project staff uses the form to ensure that all requirements have been adequately addressed and to ensure that requirement are only changed with proper authority.

Seq. Num.	Requirement Ref.	Description	Deliverable number	Date Completed; Modules Ref.	Description/Modification History/Comments

INSTRUCTIONS - B.6 Requirements Management:

1. Sequence Number. Each activity should be numbered sequentially or ordered logically according to the numbering schema of the primary requirement document.

## DRAFT

2. Requirement Reference. Identify all functional and technical requirements, using to the numbering schema in the primary requirement document.
3. Description. Briefly describe the requirement.
4. Deliverable Number. Each requirement should be referenced to the deliverable number that is intended to satisfy the requirement.
5. Date Completed/Module Implemented. Indicate the implementation date and name of the module which satisfies the requirement.
6. Description/Modification History/Comments. Provide a brief description of the work product. Add any comments to document modifications made during the course of the project, to include what was changed (requirements, end product, or delivery date), as well as the authority for the each change.
7. This form is required for all development projects, but not routinely reported to DCJS; it should be available for review upon request from DCJS.

# DRAFT

## B.7 Estimated Cost at Completion

The Estimated Cost at Completion form is used to identify the budget and monitor expenditures for each major project activity. After the initial budget is established, Project Management staff should track the actual costs incurred along with the estimated resources required to complete each Activity. For the purposes of this report, cost may be rolled up into summary cost elements representing a major task and/or subtasks. If total estimated costs (Est. @ Completion) compared to the budget results in variances, planned mitigation measures should be reported in the comments section.

Cost Element	Description	Actual (Hours/\$)	Est. to Complete	Est. @ Completion	Budget (Hours/\$)	Variance	Comments

### INSTRUCTIONS - B.7 Estimated Cost at Completion:

1. Activity Number. Each major cost element should be identified by category, e.g., purchased hardware or software, labor hours, contractor costs.
2. Activity Description. Briefly describe the activity and indicate what level of rollup it contains.

## DRAFT

3. Actual Costs (Hours/\$). Enter the cumulative incurred costs or labor hours expended to date. Costs per labor hour are not required.
4. Estimate to Complete (ETC). For each cost element, enter the estimated additional costs that will be incurred to complete the activity.
5. Estimate at Completion (EAC). Enter the sum of Actual Costs incurred to date and ETC costs.
6. Budget. Enter the amount budgeted for each activity.
7. Variance. Enter the Difference, positive or negative (-), between the EAC and budget.
8. Comments. Discuss any mitigation measures required to resolve variances noted.
7. This form must be reported to DCJS for all levels of projects.

# DRAFT

## B.8 Risk Management

The Risk Management form addresses all risks associated with a project. The project management staff should use this form to identify and track mitigation of potential schedule, cost or technical impacts as early as possible. Risks should be assigned a probability of the risk occurring, the cost to correct if the risk occurs (loss impact), the potential impact of the risk on the project (exposure), and the suggested mitigation activities and cost of mitigation.

No.;Task Ref.	Description	Risk Cate-gory	Proba -bility	Impact	Exposure Value	Mitigation Measures

### INSTRUCTIONS - B.8 Risk Management:

1. Number/ Task Reference. Number each risk sequentially or identify by the associated WBS activity number.
2. Description. Briefly describe the risk and indicate how it affects the rest of the program.
3. Category. Enter: “S” for schedule, “C” for cost, or “T” for technical.
4. Probability. For each risk, enter either:



## DRAFT

1 = improbable; 2 = possible; 3 = probable; or 4 = very certain.

5. Impact. Enter either:

1 = minimal; 2 = marginal; 3 = critical; or 4 = catastrophic

6. Exposure value. Enter the product of Impact X Probability.

7. Mitigation measures. Describe actions taken or planned to prevent the risk occurring or to reduce its impact upon occurrence.

6. This form must be reported to DCJS for all levels of projects.

# DRAFT

## **B.9 Monthly Status Report**

The Monthly Status Report provides narrative status on the work accomplished during the previous month's reporting period. The form is used to disseminate project status to DCJS, project staff, and contractors. This form must be reported to DCJS for all levels of projects.

- I Overview
- II Program Management
  - Schedule Status
  - Financial
  - Contracts
- III Work Accomplished
  - System Design, Development, and Testing
  - Site Preparation, Delivery, and Installation
  - Maintenance and Operations Support
- IV Requirements management
- V Risk Mitigation
- VI Issues/Concerns

# DRAFT

## **B.10 Project Plan outline and instructions**

To Be Developed - completion expected 5/30/01.

|

DRAFT